



NAVY MEDICINE HIGH RELIABILITY HUDDLE Presented by the Office of the Chief Medical Officer (OCMO)

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High Reliability Organization (HRO) Updates

NAVY MEDICINE SURGEON GENERAL'S LEADERSHIP SYMPOSIUM (SGLS) 2024

More than 200 senior leaders across 70+ commands gathered at the 2024 SGLS held at the U.S. Navy Bureau of Medicine and Surgery (BUMED) headquarters from 6-8 MAY. The symposium featured discussions on various topics, including the 2024 Navy Medicine Campaign Order, the Culture of Excellence (COE) 2.0 program, Defense Health Agency (DHA) priorities, and the Navy Medicine communications strategy. During the symposium, Chief of Naval Operations (CNO) ADM Lisa Franchetti gave a speech emphasizing the importance of Navy Medicine in supporting America's Warfighting Navy and expressed her sincere gratitude and support of Navy Medicine.

CAPT Christopher Lucas led a panel on Line of Effort (LOE) 3, **discussing key challenges to implementing operational quality and safety** in accordance with the Department of Defense Instruction (DoDI) 6025.13 Medical Quality Assurance. The annual conference provides Navy Medicine leaders a forum to utilize the "Get Real, Get Better" (GRGB) model to support mission readiness according to the Navy Surgeon General's (SG) LOEs.



RADM Darin Via hosts the 2024 SGLS.

For more information on the 2024 SGLS, please view the link [here](#).

NAVY MEDICINE QUALITY AND SAFETY LEADERSHIP ACADEMY (NMQSLA) UPDATES

Cohort 10 Capstone Projects

Cohort 10 Scholars developed ideas for HRO Initiatives aimed at translating the HRO Principles into actionable steps to improve quality and safety at their commands. Ideas for HRO Initiatives from Cohort 10 included improving Independent Duty Corpsman (IDC) management, creating a computed tomography (CT) technologist Navy Enlisted Classification Code, and improving Expeditionary Resuscitative Surgical System (ERSS) equipment package delivery. HRO Initiatives developed for the Capstone Project can be taken beyond the NMQSLA classroom and implemented in day-to-day operations, driving **continuous process improvement** and **commitment to resilience** across Navy Medicine.

Cohort 11 Kick-Off

NMQSLA successfully hosted its Cohort 11 Kick-Off from 23-25 APR in Falls Church, Virginia. **Current and future Navy Medicine leaders** from around the world participated in discussions, interactive panels, and exercises about the principles of HRO and methods to improve safety, quality, and readiness inside and outside their commands. NMQSLA Cohort 11 will continue until mid-June through virtual learning courses and the completion of a capstone project before Cohort 12 Kick-Off begins 25-27 JUN.

NMQSLA Requirement Update

BUMED released the BUMED Instruction (INST) 1410.1 and BUMED INST 1412.1, which mandate milestone and command billets (Commanding Officers (CO), Executive Officers (XO), Chief Medical Officers (CMO), Chief Nursing Officers (CNO), Directors of Dental Services (DDS), Officers in Charge (OIC), and Directors for Administration (DFA)) to complete NMQSLA. The NMQSLA Support Team will reach out to required individuals with more information regarding the course, and feel free to reach out to the NMQSLA Support Team at the link below.



Deputy Surgeon General RADM Rick Freedman with NMQSLA Cohort 11.

For questions or more information on NMQSLA, please reach out to the NMQSLA Support Team at usn.ncr.bumedfchva.mbx.qualityand-safetyleadershipacademy@health.mil.



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HRO Implementation

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GRGB THEME OF THE MONTH: STANDARD WORK: ESTABLISHING A UNIFORM, REPEATABLE PROCESS

The CNO's GRGB Training Topic for May centers around "Standard Work." This refers to established and documented practices for completing tasks or processes efficiently and consistently, which is crucial for process improvement and minimizing unwarranted variation across the Navy. Implementing standard work involves observing current processes, identifying problem areas and best practices, clearly documenting new standard processes, and communicating those across the organization. Standard work recognizes that improvement is an ongoing process, not a one-time effort. By practicing **continuous process improvement** through monitoring and refining procedures, organizations can remain adaptable and responsive to changing conditions and ultimately foster a culture of excellence and adaptability across the Navy enterprise.

Avoiding Common Pitfalls When Implementing Standard Work

Pitfall	Solution
Vague, Complex Documentation	Create clear, concise, complete, and relevant documentation.
Ignoring Exceptions	Ensure processes can absorb and adapt to unpredictable situations.
Lack of Leadership Support	Encourage verification and accountability with avenues for improvement.
Unknown Role Model Standard	Communicate the expectations for the end state of the work.

For more information on the May GRGB Theme, please view the link [here](#).

Quality Assurance Tip: Utilizing Standard Work in Supply Ordering

Mistakes in supply ordering have the potential to result in patient safety consequences. BUMED N10G suggests leadership implement standard work processes to address this issue by: (1) including supply ordering as part of the on-the-job training for staff; (2) providing clear, concise, complete, and relevant documentation by including a detailed list of frequently ordered supplies; (3) adjusting the standard process to include inspection of critical pieces of equipment; and (4) increasing leadership support by participating in critical equipment inspection during briefings and encouraging staff to ask questions.

NAVY MEDICINE'S INTEGRATED EN-ROUTE CARE SYSTEM (ERCS) AND EXPEDITIONARY RESUSCITATIVE SURGICAL SYSTEM (ERSS) TRAINING

On 12-20 MAR, Navy Medicine held the first ever ERCS and ERSS training course at Naval Expeditionary Medical training Institute (NEMTI) at Camp Pendleton. The training focused on team building, practical skills, and familiarization with equipment to ensure readiness for challenges encountered in distributed maritime operations (DMO). Challenges specific to DMO environments, such as resource constraints and the need to provide care over long periods of time, were addressed through didactic lectures on operational planning, logistics management, and prolonged casualty care. The training emphasized **deference to expertise** by involving a range of medical professionals and specialists, including Special Operations Independent Duty and Fleet Surgeon Teams (FSTs), to provide a comprehensive understanding of the resources and collaborative efforts required for effective patient care in challenging environments. Through preoccupation with failure, Navy Medicine elevates the ability of providers to utilize the Navy's Expeditionary Medicine Systems (EXMEDS) to better prepare for medical emergencies in austere environments.



LCDR Michelle Caskey checks vitals on a simulated patient.

For more information on the integrated ERCS and ERSS Training, please view the link [here](#).

Winner and Nominees of the Navy Medicine 2023 Sailor of the Year Award

HM1 Peter Munoz of Navy Medicine Readiness and Training Command (NMRTC) Twentynine Palms, California was honored as [Navy Medicine's 2023 Sailor of the Year](#). HM1 Munoz, as well as nominees HM1 Blaine Jackson, HM1 Bruce Binns, and HM1 Matthew Potaracke, were recognized for their superior performance and exemplifying the Navy Core Values of honor, courage, and commitment. Congratulations to HM1 Munoz, HM1 Jackson, HM1 Binns, and HM1 Potaracke!



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Operational Clinical Community Highlights

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Each **Navy Medicine Operational Clinical Community (NMOCC)** consists of Sub-Communities (SC) and Working Groups (WG). This section highlights recent updates from each NMOCC.

NMOCC	Highlights
Female Force Readiness BUMED Manager: CDR Katie Schulz Community Chair: LCDR Allison Eubanks	The Female Force Readiness Navy Medicine Operational Clinical Community (FFR NMOCC) Female Force Readiness Advisory Board (FFRAB) developed a Perimenopause and Menopause Educational Resource which provides service women with the symptoms and definitions of menopause/perimenopause and how to treat and manage these conditions. The resource includes hormonal changes associated with menopause, the impact of menopause/perimenopause on female force readiness, and tools for managing side effects. Lastly, the resource includes pharmacologic treatment options available to service members, such as hormone therapy, vaginal estrogen, and low-dose antidepressants.
Neuromusculoskeletal BUMED Manager: LCDR Lauren Brown Community Chair: CAPT James Hammond	The Foot and Ankle SC (FASC) developed an infographic highlighting data on ankle sprains, with a goal of assisting with and informing service members of their own care options when recovering from an ankle sprain. The FASC seeks to improve clinical healthcare and reduce the rate of lateral ankle sprains through education and proper acute management of lateral ankle sprains. The infographic includes statistics on the occurrence of ankle sprains in female tactical athletes, chronic ankle instability, the rate of lateral ligament injuries, and more. Neuromusculoskeletal NMOCC (NMSK NMOCC) leadership is working with the Public Affairs Office (PAO) for further socialization of the infographic via Navy Medicine's social media sites, Specialty Leaders, the regional HRO network, the HRO distribution list, and monthly NMOCC HRH updates.
Operational Medicine BUMED Manager: CAPT Cormac O'Connor Community Chairs: CDR Eamon Keleher	In May, the Operational Medicine Advisory Board (OpMed AB) received and adjudicated feedback on the upcoming Anti-Obesity Medications instruction and will be reviewing the document before bringing it to the Navy Medicine Wellness, Readiness, and Quality (NMWRQ) Cell for additional input. The Warrior Wellness Network (WWN) is working to finalize the WWN Playbook to socialize the work product with the OpMed AB at their meeting in June.
Oral Health BUMED Managers: CDR Kate Cheng & LCDR Jessica Norris Community Chairs: CDR Jared Beck & CDR Doris Lam	The Sterile Processing Department (SPD) Personnel Qualification Standard (PQS) Training Module provides a comprehensive study guide for SPD certification. The product is divided into sections: Section 100 and Section 200 contains knowledge check questions to assist with the larger comprehensive exam at the end of the course; Section 300 is the hands-on portion of the Training Module and contains an overview of watch station qualifications. The SPD PQS Training Module was reviewed by the Oral Health AB and the WG leads are currently adjudicating feedback. The final work product will then be brought to NMOCC Leadership at the NMWRQ Cell.
Psychological Health BUMED Manager: CDR Larkin Magel Community Chairs: CDR Jason Duff & CDR Francine Segovia	The Unit Safety Watches (USW) WG revised the USW Best Practices and Guidelines based on collaborative feedback from the NMWRQ Cell. The USW Guidelines provide guidance for 1:1 watch of suicidal servicemembers for non-medical personnel in deployed settings where there is no immediate access to medical care or medical evacuation (MEDEVAC). The work product is in the final stages of approval and distribution pathway confirmation.
Trauma BUMED Manager: LCDR Michael Kaiser Community Chairs: CAPT Jamie Fitch & CDR Jay Yelon	The Expeditionary Medical Facility (EMF)/ Expeditionary Medical Unit (EMU)/Hospital Ships SC of the Trauma NMOCC developed the T-AH Analysis and Recommendations document, which examines the Knowledge, Skills, and Abilities (KSA) evaluations related to T-AH missions and provides recommendations for restructuring T-AH sole sourcing and specialty utilization. Additionally, the Fleet Marine Force (FMF) SC is beginning work on a new initiative to gather information and feedback on United States Marine Corps (USMC) providers' familiarity and comfort level with trauma care via a Health Service Support (HSS) Questionnaire to assess the current training being provided within the community.

NMOCC work products that have been approved by the Navy Medicine Wellness, Readiness, and Quality (NMWRQ) Cell can be found [here](#). An up-to-date list of NMOCC Leadership and active SCs/WGs can be found [here](#). Want to get involved in the NMOCCs? Reach out to the [NMOCC Support Team](#)!



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Links and HRO Resources

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LOOKING AHEAD | 2024 HIGH RELIABILITY UPDATES

**Navy Medicine Quality and Safety
Leadership Academy (NMQLA)
Cohort 12 Kick-Off: 25-27 JUN**

**2024 Navy Medicine HRO Maturity
Assessment Results**

HRO Resources

Navy Medicine High Reliability Network SharePoint

<https://esportal.med.navy.mil/bumed/rh/m5/NavyMedicineHighReliabilityNetwork/Pages/default.aspx>

Navy Medicine Scientific Panel

<https://esportal.med.navy.mil/bumed/rh/m2/NavyMedicineScientificPanel/SiteAssets/Scientific%20Panel%20Home%20Page.aspx>

Navy Medicine Lessons Learned Portal

<https://esportal.med.navy.mil/sites/navmedkm/LL/SitePages/Lessons%20Learned.aspx>

Ready Reliable Care (RRC) Communications Toolkit

<https://info.health.mil/sites/hro/PublicationsLibrary/Ready%20Reliable%20Care%20Communications%20Toolkit.pdf>

Navy Surgeon General Executive Rudder

<https://esportal.med.navy.mil/bumed/documents/rudder.pdf>

Get Real, Get Better Home Page

<https://grgb.navy.mil/>

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Navy Medicine Enterprise SGLS 2024

<https://www.med.navy.mil/Media/News/Article/3771304/surgeon-general-reinforces-key-priorities-in-2024-navy-medicine-leadership-symp/>

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GRGB Theme of the Month: Standard Work – Establishing a Uniform, Repeatable Process

<https://grgb.navy.mil/Training/Training-Calendar/>

Navy Medicine's ERCS and ERSS Training

<https://www.med.navy.mil/Media/News/Article/3738337/navy-medicine-conducts-first-integrated-ercs-and-erss-training/>

Winner and Nominees of the Navy Medicine 2023 Sailor of the Year Award

<https://www.med.navy.mil/Media/News/Article/3755355/navy-medicine-announces-fy23-sailor-of-the-year/#:~:text=Navy%20medicine-,Hospital%20Corpsman%201st%20Class%20Peter%20Munoz%20from%20Navy%20Medicine%20Readiness,%2C%20on%20April%2024%2C%202024.>

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Perimenopause and Menopause Educational Resource

https://www.med.navy.mil/Portals/62/Documents/NMFA/NMCPHC/root/Health%20Promotion%20and%20Wellness/Women's%20Health/Documents/Menstrual_Management/Educational-Resource-for-Service-Women-on-Perimenopause-and-Menopause-vFNL.pdf

Foot and Ankle Sprain Infographic

https://secure-web.cisco.com/12jxtGZn2vTKQAV6SuGtRKYm7rfr5JlrWBccfKY8N3GSqDbg09dC9tHZSAhuS9VGWuaT8rIECoDLfvO2kuGhh3BYrQX9QT0hGwu5UxqDhOeda3n6gm_krFb-nOTWYFRHvPtNdubNoxtA4caMjxyMTTBDJP2xyMjc5y_5G9cj6WE7gOfnZRLQyi4oxL8IMEajJqkEj3IFMEUSSL6aNmBCWPr4xzSXZV1jN6P0xrH1N8e1L5kab8gOkCYyEz0P3Sg31Mnflhi26RXJ4rga18Z9F6fQVhxFMRbPckBnwYFSzgwvG0zWXnBT4XqbStwBK4Xw8LtRB4oFzXhVcdRcVuwhsn0uHnaPLKjuw56y6r2IASR8YgcfyWdlxddd-4Y5mmoONEBV2BDImTfsCRulOaSr0LSQWkDBFhcxVjMo7qdGTm7tO6KkQ5uLvlQmcAWY4FAQio0k3t-Yw2CFN2sxlGgpx3gXOqbrCQuo97WBFm8glMiclSe8nTELWuP_Oql3Jl85EMpi3uGzHoZf_Jr1hdhBA/https%3A%2F%2Fesportal.med.navy.mil%2Fbumed%2Frh%2Fm5%2FNavyMedicineHighReliabilityNetwork%2FCMO%2520CDO%2520CQA%2520Materials%2FNMWRQ%2520Cell%2F00.%2520Approved%2520NMWRQ%2520Cell%2520Products%2FNeuromusculoskeletal%2FFASC%2520Ankle%2520Sprain%2520Infographic_FINAL.pdf%3Fd%3Dwd1faa7dbc72e49358848276ea66efce0

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